

Organizational Factors Influencing Women's Work Motivation and its Impact on Career Satisfaction: A Case of Banking Sector of Karachi

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Abstract

Over the past few decades in the world and from the past few years in Pakistan, the trend and structure of the female workforce participation has engrossed attention. Female workforce participation is quite low in Pakistan. Comprehending the importance and inevitability of women's participation in socio-economic growth of the country, this study attempts to ascertain the major organizational impediments to women's participation in full time employment. Further, the study deeply analyzes their motivation towards engaging into their economic role. This research is primarily necessitated by much emphasized target 1b of the Millennium Development Goals which is to encourage "*Full and productive employment and decent work for all, including women and young people*" and alarmingly low female workforce participation in Pakistan highlighted in the World Development Report 2013, published by the World Bank. It is an empirical study conducted using a five-point likert questionnaire. The respondents of the study are females currently employed as professional and managerial full-time permanent/contractual employees, working in various private commercial banks of Karachi. The results of the study indicate that organizational factors influence work motivation of women and their perceived career satisfaction.

Keywords: Work Motivation, Women Workforce Participation, Career Satisfaction, Decent Work, Sustainable Development Goals (SDGs)

1. Introduction

Increasing participation of women in workforce has been considered vital to global policy initiatives aimed at accelerating sustainable development especially for the developing countries. Therefore, a clear understanding of issues hindering women workforce participation is critical to successful implementation of various sustainable development programs. Since it has been realized as fundamental principle that men and women are different in their needs, thus gender-sensitive research is specifically adopted to investigate this issue. Such research takes gender as a significant variable than treating it as a trivial moderating variable (Leduc, 2009). This research is primarily necessitated by much emphasized target 8.5 of the Sustainable Development Goals (SDGs) which is "full and productive employment, and decent work, for all women and men by 2030". Another important reason to conduct this study is the World Development Report 2013 which highlights Pakistan amongst countries having lowest women participation rates in the world and hence, far away from attaining target 1b of the Millennium Development Goals (MDGs) by 2015 that was to encourage "*Full and productive employment and decent work for all, including women and young people*".

In order to comprehend the issue of low women workforce participation in Pakistan, it is an imperative to first understand the context of the situation and how it has evolved over time. It is widely accepted by economists and politicians that one of the factors that have a profound effect on poverty alleviation in a country, is its labor force participation rate (Pakistan Bureau of Statistics, 2012). The labor force participation plays critical role in determining the socio-economic development and growth of a country (Faridi, Chaudhry, & Anwar, 2009). About half of the population of Pakistan consists of females and they play a very significant role in the economy. Over the past few decades in the world and from the past few years in Pakistan, the trend and structure of the female workforce participation has engrossed attention. Female workforce participation is quite low in Pakistan. Slight increase has been witnessed in the average annual growth rate of labor participation of women in Pakistan. Nonetheless, as compared to other South Asian countries still female workforce participation is very low (Faridi et al., 2009).

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In the 1980s, the UN took serious notice and showed its dissatisfaction towards the slow progress of human development. Hence, to find a solution to the problem, the UN convened a series of global conferences in 1990s where the world leaders set certain specific goals which were to be met by a specified time period. These goals were incorporated in the Millennium Declaration by the UN General Assembly in 2000 and national leaders around the world pledged to achieve the targets stated in the declaration. Consequently, these goals became the standard for the UN and other agencies to consolidate their development activities. It is widely recognized that a crucial role is played by the United Nations in articulating the MGDs (Pakistan Bureau of Statistics, 2012). At 2005 World Summit of the United Nations, the members which included heads of 150 countries decided to provide productive employment to promote fair globalization, in an effort to alleviate extreme poverty and hunger by 2015. The development activities were primarily guided by the targets set in Millennium Declaration in 2000. One additional target (target 1b) that was highly emphasized in 2005 Summit was to encourage *“Full and productive employment and decent work for all, including women and young people”*.

Although there is no magic wand or a single solution to completely wipe out poverty but International Labor Organization (ILO) believes that by providing productive employment and decent work for all, including women and youth, extreme poverty can be eradicated from the world (Pakistan Bureau of Statistics, 2012). ILO formulated the concept of ‘decent work’ to focus on satisfactory working and employment conditions. With “decent work”, ILO introduced to the world a concept that, in a short period of time, received significant recognition and was cited by the international community, researchers and the media. It is now common conviction that only by giving people a decent job – not just any job – they get a chance to avoid and/or escape poverty (Ghai, 2003). A decent job for all is thereby the alternative to what can be observed throughout the world: a large number of people looking for a job but cannot find work and an even larger number of discouraged people who have even given up the hope of being able to participate in labor markets. Most importantly a large number of people work – often long hours and under poor conditions – but with low productivity jobs that make it impossible for them and their families to escape poverty. In other words, the potential of these individuals is either ignored or underutilized, whereas they could be contributing significantly to economic development by being provided with decent and productive work (Somavia, 1999).

Although, the Millennium Development Goals proved to be an effective strategy of global mobilization to increasing women workforce participation from the year 2000 to 2015 nonetheless the huge deficit in attainment of these goals indicates noteworthy operational loopholes and failures. As successor to the MDGs, the UN member states are now aiming to achieve the Sustainable Development Goals (SDGs) by 2030. SDGs were proposed in June 2012 at the Rio+20 summit in Brazil. Enforced from 2015, the SDGs agenda gained momentum within no time and as extension to MDGs, it continues to stresses upon creating productive jobs and decent work for women (Malik, Crooks, & Root, 2014).

Paradoxically, the labor market trends in Pakistan regarding employment opportunities generally suggest that due to increase in economic growth rates in the recent years, especially in the modern sector, Pakistan’s economy indicates a strong absorptive capacity. However, professional aspirations of working women are hampered with numerous workplace issues. Therefore, the aim of this study is to identify the prevalent organizational factors that affect the work motivation of professional female employees in the banking sector of Pakistan while taking into account various socio-demographic factors. Further, it will ascertain the impact of women work motivation on the perceived career satisfaction.

2. Literature Review

Conventionally, men were supposed to be the sole earner and women were assumed to take care of unpaid domestic responsibilities only. However, with the passage of time revolutionary developments have taken place like rising family expenses, increasing unemployment, changes in the attitudes and ambitions of women. Employment has become an economic necessity in the contemporary era. The demand parity for women in employment started with the “Feminism”

movement of 1960s which resulted in overcoming most of the barriers to the entry of women in the workforce by the 1970s (Crompton & Lyonette, 2006). Comparatively, women experience more family-work conflict than men due to errand of childcare. Men and women have been affected differently by the radical changes in the spheres of work and family witnessed in the past decade. These transitions have resulted in increased daily household responsibilities of men whereas reduction in time spent by women in domestic labor. Overall, despite women participation in work, domestic responsibilities of women still are greater than men (Jeffrey Hill, Yang, Hawkins, & Ferris, 2004).

Further, it was tacitly assumed in earlier times that men and women in labor force vary in their level of family and organizational commitment. Women identify themselves more with family as compare to men who identify themselves more with employment. Although, with increased educational accomplishment and more job opportunities and rewards, this identification of women is gradually blurring now. Women usually demonstrate high commitment at work in their early career stages. Later after marriage, when faced with work-life conflict, they are often expected to pay more attention on family and childbearing than on paid work. On the other hand, married men can be equally committed to both work and family as they are not faced with the dilemma to choose between work and family after marriage (Bielby, 1992).

Gareis, Barnet, Ertel, & Berkman (2009) propose that it is more distressful for career-oriented women, to curtail their participation in paid employment to manage domestic responsibilities because they have invested heavily in their education and careers. Such career sacrifices may conflict with expectations for achieving their career goals. Unlike men, it is often more important for women to blend parenting with careers. Women are prone to tradeoff work time against more time for family, especially for demanding professions where working long hours is a requisite. When confronted with work-life conflict, women prefer to spend lesser hours at work in contrast to men (Reynolds, 2005). In such situations, women are penalized in terms of compensation as well as career growth (Gareis, Barnett, Ertel, & Berkman, 2009).

Men dominate the job market by all means while less than half of women have jobs (World Bank, 2012). Globally, 80 percent of men have jobs whereas less than 50 percent of women are working (World Bank, 2012). An average percentage of women among the active population amounts to approximately 32% in Latin America and South-East Asia, 13% in the MENA region, 8% in South Asia, and 29% in Africa. It is noteworthy that in South Asia most women are family workers. There are austere in several low income countries and developing economies as far as the labor force participation is concerned. Irrespective of equal education and experience, women still continue to earn ominously less than their male counterparts (Morrison & Jütting, 2005). As per the latest World Bank Report (2013), the proportion of women in wage employment out of total employment is very low as compared to men. According to Morrison and Jutting (2005), a set of laws, codes of conduct and societal norms influence the economic role of women profoundly in the developing countries. Women's basic right to public co-operation is overstepped to such an extent that they are even barred from contributing to the development and sustenance of others (Morrison & Jütting, 2005).

2.1 Women Workforce Participation in Pakistan

According to Burchell, Sehnbruch, Piasna, & Agloni (2013) countries where the agricultural sector dominates the economy, the informal sector is rampant economies, wage level is quite low among workers, and the trade unions are ineffective due to infancy. Women are not only underutilized in the labor market but also in the economy of the country. According to the World Development Report 2013, the situation of female labor force participation in Pakistan is murky and improvement in the women's wage and salary is a far cry. The report also indicates that salaried women are less than a quarter of all women and it is further deteriorating. According to the official data derived from Pakistan Employment Trends 2013 (2014), there has been a negligible increase in the participation rates of females in urban areas in nearly two decades. (Burchell, Sehnbruch, Piasna, & Agloni, 2013; Pakistan Bureau of Statistics, 2014)

Since the beginning of the decade, there has been a gradual increase in female labor market participation with an increase of 5 percent during the period of 1999-2000 to 2006-2007, and similar

trend has been witnessed with an increase of 3.1 percent from 2006-07 to 2010-11. By and large, particularly women have benefited from overall labor market developments in the country during the past few years (Pakistan Bureau of Statistics, 2012). However, World Bank (2012) highlights Pakistan amongst countries having lowest women participation rates in the world. It is a skimpy 28 percent. Highly skewed participation of men as compared to women is amongst the key concerns for Pakistan. Unlike men, a slight decline of 0.1 percent points (for the population aged 15 years and above) is witnessed in the female labor force participation according to the most recent World Bank survey in the year 2011-2012 as compared to previous year.

According to Pakistan Bureau of Statistics (2013) about half of the population of Pakistan consists of females (49%) and they play a very significant role in the economy. Over the past few decades in the entire world and from the past few years in Pakistan, the trend and structure of the female workforce participation has engrossed attention. Female workforce participation is quite low in Pakistan (Faridi et al., 2009). Slight increase has been witnessed in the average annual growth rate of labor participation of women in Pakistan, which was 18.9 percent in 2005-06; it increased up to 22.51% during 2012-13. Nonetheless, as compared to other South Asian countries still female workforce participation is very low (Pakistan Bureau of Statistics, 2013).

The unemployment rate is measured in Pakistan on the basis of the standard definition given by the ILO. Even with the upsurge in labor force participation since the start of the decade, overall unemployment rate during 2010-2011 as compared to previous year, increased by 5.7 percent. From 15.8 percent during 1999-2000, the female unemployment rate decreased to 9.0 percent in 2010-2011. The female unemployment rate was the lowest during 2006-07 i.e. 8.6 percent. Conversely, despite of increase since 2006-2007 in the female labor force participation rate by 3.1 percent, the female unemployment rate increased by 0.4 percent from 2006-07 to 2010-2011. Broadly speaking, an improvement of the labor market position of young women has eventually resulted in the positive developments in female labor force participation rate (Pakistan Bureau of Statistics, 2012).

The gender gap is highlighted by the labor market indicators regardless of the recent advances in terms of employment and unemployment. Considering overall participation of women, they continue to be heavily underutilized in the labor market and economy. This is also reflected in terms of their participation in economic sector and status groups. The proportion of women among the salaried workers and also in the status group of wage has declined in the recent survey and this in line with the trend since 1999-2000. Proportion of women in salaried positions has also declined from one-third of all women to less than a quarter at the beginning of the decade (World Bank, 2012).

2.2 Concept of Work Motivation

Given today's dynamic organizational environment, work motivation is considered as an inexplicable concept with profound relevance in work and organizational science (Kanfer, Chen, & Pritchard, 2012). In virtually all work settings, a motivated labor force is not only a competitive advantage but also a crucial strategic asset for any organization (Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). Besides influencing the acquirement of skills and abilities by people, it also affects how and to what extent do people utilize them. (Locke & Latham, 2004). Motivation is much more than just a buzzword commonly used in almost every organization (Robbins, Judge, Millett, & Boyle, 2013).

Robbins et.al. (2013) defined work motivation as "the willingness to exert high level of effort on behalf of the organization, conditioned by the effort's ability to satisfy some individual needs". Pinder (2014) defined work motivation as "a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration".

2.3 Organizational Factors Influencing Women's Work Motivation

Work motivation is influenced by numerous factors. One of the common issues is the culture of late sittings which is accepted as a norm in many private organizations. Women, who are not able to conform to this norm due to domestic responsibilities, are discriminated against others. Leaving office 'early' is even misinterpreted as a lack of ambition in women (Kodz et al., 2003). Ironically, the research indicates that irrespective of gender, manager are more likely to induct a male for a job as compared to a female despite of having evidence of equal education and skills. Hence the gender

gap exists widely in hiring due to various gender-related stereotypes. Confident men lead the corporate world and projecting their talent effectively and objectively. On the other hand women are not expected to be ambitious and confident else they are likely to be perceived negatively. Absurdly, due to gender bias against women, sometimes a less competent male is preferred over a qualified woman for hiring. Many at times this personal bias unconsciously distorts the hiring as well as promotion decisions (Reuben, Sapienza, & Zingales, 2014).

As far as the maternity benefits for working women are concerned, they are entitled to a paid maternity leave of 12 weeks and it is unlawful for employers to terminate them during this period. The duration of maternity leave varies from country to country. However a few common concerns are that some orthodox organizations exploit and derail career of female employees by pressurizing them to cut short their maternity leave, deduction in salary, reassignment of job responsibilities or not considering them for a promotion due to inability to cope up with increased workload (Ali, 2000).

Glass ceiling is a covert barrier to women's progress in organizations in terms of lower status and pay as compared to their male counterparts along with gender segregation in jobs (Wajcman, 2013). Ironically, women are promoted slower than men due to the presence of glass ceiling in organizations. Though many labor laws have been formulated to combat this discrimination against women but virtually glass ceiling has remained intact for the past many years. This subtle barrier to career progress faced by women makes it difficult for many organizations to retain their brightest and competent female employees. Consequently, it has been witnessed that women often quit job due to glass ceiling, majority of them are middle-level managers (Oakley, 2000).

Workplace harassment or interpersonal mistreatment at workplace is one of the major concerns for female employees. The study reports that women experience more sexual harassment at work than men. Ethnic harassment is experienced more by minority women than majority women, majority men and minority men. Although labor laws exist to protect women against harassment but such complaints are rarely reported as employees are generally not aware of such policies. Additionally, women are discouraged by the concerned authorities to file any sort of harassment complaint out of fear of spoilt company image and the lasting stigma (Berdahl & Moore, 2006).

2.4 Perceived Career Satisfaction

Conventionally, professionals or employees who climb organizational hierarchies are assumed to have a career. However, today the concept of career has been redefined to broadly include an individual's lifelong work-related experiences (Hall, 2002). With this broad contemporary concept of career, career success can be defined as work-related and psychological positive outcomes that results from work experiences of an individual (Seibert, Kraimer, & Crant, 2001).

Career success can be measured in two ways; objective and subjective. Objectively, career success can be measured in terms of outcomes of working experience like promotion, retention, salary increment, status which are tangible indicators. On the other hand, subjective career success can be measured through intangible factors like learning, improved skills, work-life balance and challenging work which cannot be captured by objective criteria. Similarly, since career success is a relative concept wherein people have their own ways to assess their career success based on their priorities and career aspirations. Therefore, objective indicators of career success might not necessarily reflect whether people are satisfied with their career or not (Renee Barnett & Bradley, 2007). An individual's belief that his/her career progress is in line with the career goals is termed as career satisfaction (Armstrong-Stassen & Ursel, 2009).

A conceptual framework has been established based on review of previous literature consisting of six constructs namely; work motivation, perceived career satisfaction, perceived supervisory support, family-supportive work environment, generalized workplace abuse, and family-friendly benefits.

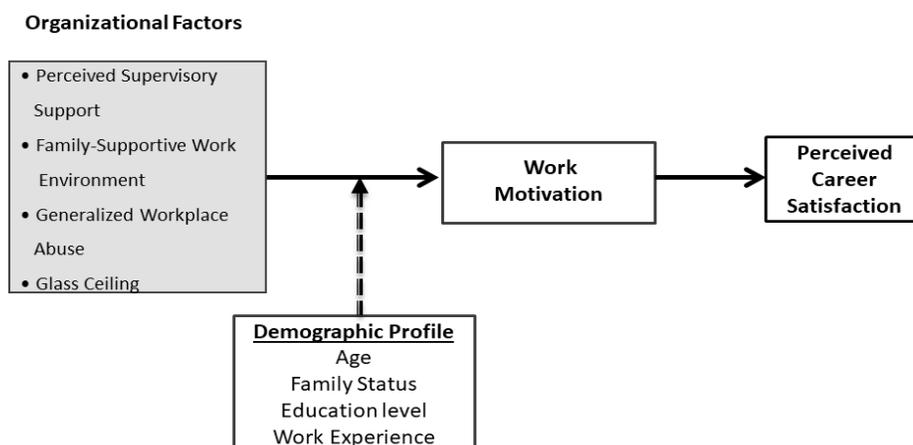


Figure 1: The Conceptual Model

3. Research Methodology

Deductive approach is used to test the hypothesis. It is a descriptive study as it is considered helpful to describe the opinion, attitude or behavior of target population using pre-determined categories the respondent has to choose from. Empirical data is collected with the help of a questionnaire to collect primary data regarding beliefs and attitudes of target population. It is a cross-sectional study where data is collected at a single point in time. Only primary data is collected by adopting various pre-defined measurement scales (Saunders, Saunders, Lewis, & Thornhill, 2011).

Particularly, Karachi has been selected for the study as it is declared as largest mega-city of not only Pakistan but in fact that of South Asia as well with the highest urbanization rate of 36.2%. As the largest mega-city of Pakistan, it is regarded as the focal point of economic, social and political activities in the country. With representation of all religious, ethnic and economic groups, Karachi is considered as Pakistan's microcosm (Malik et al., 2014).

Banking sector is considered as one of the non-traditional sub-sector with the highest number of females in Pakistan associated with it. Karachi contributes 40% to total financial activity in the country with 50% of all bank deposits made in this city alone (MHHDC, 2014). Therefore, the target population of the study was females, currently employed as professional and managerial full-time permanent/contractual employees, working in various private commercial banks of Karachi.

The primary unit of analysis for the study is female employees, belonging to managerial cadre, currently employed in private commercial banks of Karachi. Since exact population figures are not available, estimation technique is used to determine the population of the study. The respondents are selected based on snowball sampling. A sample size 384 female employees is selected at 95% confidence interval $\pm 5\%$ margin of error (Rea & Parker, 2012).

A five point likert questionnaire (1=strongly disagree to 5=strongly agree) is used to collect the data. Structured questionnaire with close-ended questions was developed through the scale development process to conduct the survey. The scales are adopted for each construct from previous studies. Some of the ethical considerations of this study include ensuring confidentiality of data, voluntary participation of respondents, anonymity of respondents and careful public disclosure of findings. Respondents were assured regarding confidentiality of data through the introductory note by the researcher on the questionnaire. Respondents of the study were selected based on personal willingness and voluntary participation. Anonymity of respondents is maintained throughout the research.

4. Results and Findings

The respondents of this study are women in the managerial cadre, currently working in private commercial banks of Karachi. A total of 479 employees from 18 different banks of Karachi participated in the study. It was ensured that the sample was representative of the population by having respondents from a cross-section of banks. Seventeen surveys had less than 75% items

unanswered and twenty-three surveys were considered biased as consecutive 30% items had similar responses. A total of 439 filled questionnaires were useable. The effective response rate was 48.78% for the study. In order to describe the sample characteristics, four demographic variables have been used in the study. These variables, including age, education, work experience and family status, were analyzed with the help of descriptive statistics. In terms of age, the results indicate that a significantly higher number of respondents aged 30 years or below (291) representing 66.3% where as 24.1% respondents (106) were in the age group of 31 – 40 years. Remaining 31 respondents (7.1%) were between 41 – 50 years and only 11 (2.5%) were above 50 years of age. In case of education, 56.5% respondents (248) had bachelor's degree, 34.6% (152) had master's degree and 7.3% employees had MS/MPhil qualification. Only seven respondents (1.6%) had PhD degree. With respect to the overall work experience, the results indicate that the majority of respondents (56%) had experience 3 years or less. 23% employees had 4 – 6 years of experience, 16.2% had experience of 7 – 10 years, 2.5% had 11 – 15 years and 2.3% had 16 years or above experience. In regard to the family status, the respondents were mostly single with no dependent children (63.6%). 16.4% married employees had dependent children and 11.8% had no dependent children. The remaining 8.2% respondents were single (mostly widowed / divorced / separated) with dependent children.

In the current study, the purpose is to confirm the dimensions of the factors derived from the literature and examine the causal relationships among these variables. In order to assess the fitness of each measurement model and to ensure that each construct is unidimensional, CFA of the constructs of the study was done (See Table 1). As per the criteria suggested by Hair Jr et al. (2016), standardized loadings for all the factors of the study are high (i.e. greater than 0.5). Cronbach's Alpha was found higher than 0.60 for all the variable of the study (Nunnally, 1967). Therefore, the study has achieved convergent validity in accordance with the proposed and established thresholds to each measurement parameter.

Table 1: Evaluation of Measurement Model

Construct	Items	Standardised Loading	Cronbach's Alpha (α)
Family Supportive Work Environment	FSWE_1	0.899	0.920
	FSWE_2	0.917	
	FSWE_3	0.939	
	FSWE_4	0.889	
	FSWE_5	0.749	
	FSWE_6	0.898	
	FSWE_7	0.854	
	FSWE_8	0.892	
	FSWE_9	0.892	
	FSWE_10	0.849	
Perceived Supervisory Support	PSS_1	0.725	0.927
	PSS_2	0.718	
	PSS_3	0.870	
	PSS_4	0.883	
	PSS_5	0.856	
	PSS_6	0.840	
	PSS_7	0.854	
	PSS_8	0.560	
NAQ	NAQ_1	0.833	
	NAQ_2	0.822	
	NAQ_3	0.869	
	NAQ_4	0.824	
	NAQ_5	0.894	
	NAQ_6	0.861	
	NAQ_7	0.906	
	NAQ_8	0.836	
	NAQ_9	0.852	
	NAQ_10	0.896	

Generalised Workplace Abuse (Negative Acts Questionnaire – NAQ)	NAQ_11	0.873	0.824
	NAQ_12	0.875	
	NAQ_13	0.824	
	NAQ_14	0.971	
	NAQ_15	0.895	
	NAQ_16	0.908	
	NAQ_17	0.804	
	NAQ_18	0.913	
	NAQ_19	0.886	
	NAQ_20	0.754	
	NAQ_21	0.995	
Glass Ceiling	GC_1	0.850	0.876
	GC_2	0.735	
	GC_3	0.889	
	GC_4	0.884	
Work Motivation	WM_1	0.820	0.927
	WM_2	0.912	
	WM_3	0.860	
	WM_4	0.832	
	WM_5	0.634	
	WM_6	0.869	
	WM_7	0.860	
	WM_8	0.907	
	WM_9	0.942	
	WM_10	0.886	
	WM_11	0.837	
	WM_12	0.877	
	WM_13	0.864	
	WM_14	0.913	
Perceived Career Satisfaction	PCS_1	0.934	0.882
	PCS_2	0.910	
	PCS_3	0.927	
	PCS_4	0.890	
	PCS_5	0.776	

Variance-based partial least square structural equation modelling (PLS-SEM) is frequently used for latent variable modelling. It is also referred to as PLS path analysis. Increasingly researchers in the field of human resource management (HRM) are using PLS-SEM as a key multivariate analysis technique for studying more complex HRM models (Ringle, Sarstedt, Mitchell, & Gudergan, 2018). Moreover, PLS-SEM is primarily preferred for the current study as the objective of this study is prediction of target constructs and in case of theory development PLS-SEM is recommended. Also, when study has multiple relationships of dependent and independent variables and data distribution is non-normal PLS-SEM is applied (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Figure 2 illustrates the path analysis using PLS-SEM which helps in understanding the estimated relationship amongst constructs as devised theoretically and illustrated conceptually in the structural model. All four independent variables influence work motivation in proximal and career satisfaction in distal manner.

Table 2 shows the direct path from antecedents of work motivation to career satisfaction. As per the criteria, the paths which indicate significance value less than alpha (i.e., 0.05) would be considered as significant paths and the paths that shows the significance value greater than alpha (i.e., 0.05) would be considered as insignificant paths. As per the results shown in table 2, family supportive work environment significantly affects work motivation. However, glass ceiling has significance value of 0.100 which is less than alpha (i.e. 0.05); therefore, the path from glass ceiling to work motivation is insignificant. Generalized workplace abuse renders the significance value 0.035 which is lesser than alpha (i.e. 0.05); therefore, generalized workplace abuse is also significantly impacting work motivation. Moreover, perceived supervisory support represents the significance value 0.000 which is lesser than alpha (i.e., 0.05); therefore, perceived supervisory support also significantly affect work motivation. Lastly, work motivation portrays the significance value 0.000

which is lesser than alpha (i.e., 0.05); therefore, work motivation also significantly affect career satisfaction. In conclusion, all the direct paths are significant in the above model except the path from glass ceiling to work motivation. Furthermore, the beta values of all the organizational factors portray a positive relationship except glass ceiling and generalized workplace abuse. Path analysis also represents a positive direct relation of work motivation with family supportive work environment & supervisory support and negative relation with generalized workplace abuse and glass ceiling. In addition, work motivation positively influence perceived career satisfaction

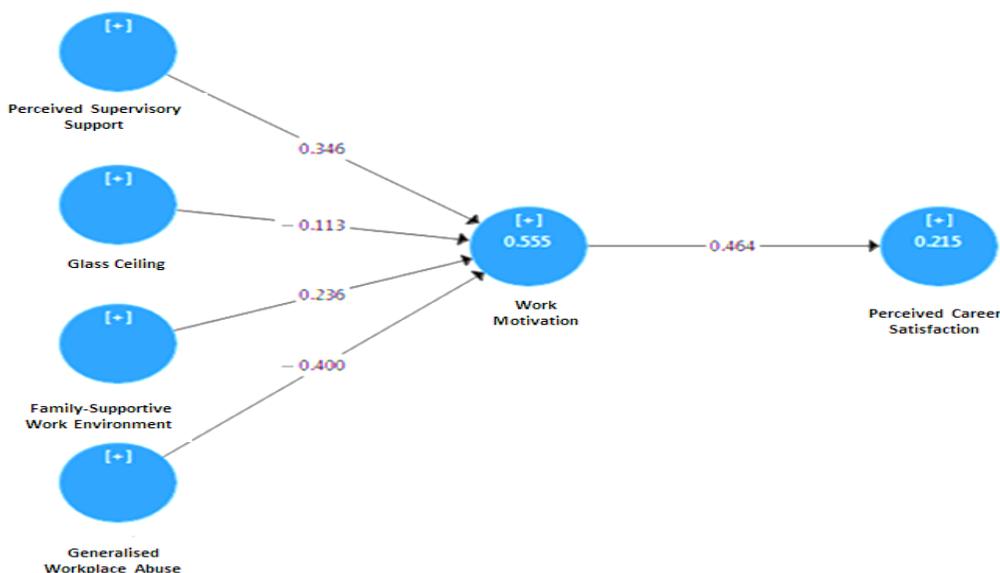


Figure 2: The Hypothesized Structural Model

Table 2: Direct Path Analysis

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
FSWE > Work Motivation	0.236	0.047	5.034	0.000
GC > Work Motivation	-0.113	0.069	-1.647	0.100
GWA > Work Motivation	-0.400	0.072	-2.115	0.035
PSS > Work Motivation	0.347	0.039	8.858	0.000
Work Motivation > Perceived Career Satisfaction	0.464	0.025	18.496	0.000

Table 3: Moderation through Demographic Factors

	Diff in B	T test	Sig.
Age	0.361	3.313	0.000
Education	0.040	0.699	0.486
Family Status	0.054	0.993	0.322
Work Experience	0.470	4.418	0.000

In order to analyze the effect of moderation of four social-demographic variables, in the above table were generated through multi-group moderated mediation analysis conducted using Smart PLS 3 software. As per the results shown in table 3, demographic variable of age significantly affect the relationship between organizational factors and work motivation with a beta value of 0.361. Education, as a determinant of demographic variables, is found to be statistically insignificant moderator to influence the relation between organizational factors and work motivation as its significance value is greater than 0.05 (i.e. 0.486). Similarly, family status as a demographic variable has also been insignificant in terms of moderating the relation between organizational factors and

work motivation with the significant value of 0.322. Work experience as a demographic variable significantly moderates the relationship between organizational factors and work motivation. Moreover, the direction of this moderating relationship is positive with beta value of 0.47.

5. Conclusion

The study proposes that it is crucial to investigate the underlying organizational factors influencing women's work motivation and career satisfaction. In conclusion, family supportive work environment and perceived supervisory support significantly and positively influence work motivation of women. Whereas generalized workplace abuse has a negative influence on women's work motivation. In addition, work motivation positively influence perceived career satisfaction of female employees. As for demographic variables, age and work experience as demographic variables are significantly and positively moderating the relationship between organizational factors and work motivation. On the other hand, education and family status are not statistically significant moderators to affect the relationship between organizational factors and work motivation. Although the changes in favor of women might seem to be slow but it does not at all mean that it is not taking place. However, there is a sheer requirement to expedite the efforts to address these issues if Pakistan is to achieve the Sustainable Development Goals in due time.

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